Acquisition Strategy Panel (ASP) Template for <Program>

<date>

SYSTEM PROGRAM DIRECTOR:
PROGRAM MANAGER:
CONTRACTING OFFICER:

Preparation Instructions

- **The level of detail in this template is intended to help prepare for the 3-ltr ASP, ensure everything is considered, and there is "rigor" behind the development of the acquisition strategy.**

- **As the briefing goes up the review levels, some charts will likely move to "back up."**

- **Many items may be "not applicable." If an item is N/A, include the chart and explain why it is not applicable (either written or verbal). This will ensure each item is addressed.**

- **If an item has not been included in the template, add items as necessary to adequately address the basis for the proposed acquisition strategy.**

- **Remember to work with your functional home offices to obtain guidance/direction or work the issues prior to the 3-ltr Acquisition Strategy Panel.**

- **A "Users' Representative" should participate in the development of the acquisition strategy, either in person, by VTC, or by telephone.**

ASP -- Criteria for Success

- **ASP members should review the integrated acquisition strategy for realism, flexibility, risk, responsiveness to the user, overall balance, and executability.**

- **ASP Chairperson should ensure all pertinent aspects of the strategy have been discussed as appropriate and approve panel minutes.**

- **Using the guidance gained as a result of the ASP, the PM should be in a position to complete the SAMP, AP, or SSAS (as applicable) and submit it for final approval.**

Overview

- **Program Description**
- **History**
- **Requirements**
- **Program Schedule**
- **Program Risks**
- **Program Management**
- **Acquisition Strategy**
- **Contracts (PK)**
- **Funding (FM)**
- **Systems Engineering**
- **Specialty Engineering**
- **Special Topics**
- **Summary/Recommendation**

Program Description

Set the stage and give a little education to the panel members. Provide a top-level description

(concept view) of the program. What does the audience (ASP panel and chair) need to know about

the program?

- **Program description**
- **SPO should describe what this program is about. What are they trying to do!**
- **What are the program objectives…SOO?**
- **Describe any Agile acquisition approaches**
- **Evolutionary Acquisition Approach - (incremental-spiral) (Actually there will be a "schedule like" chart later showing either spirals or increments, etc. "We plan on using a spiral acq approach highlighting technology insertion up front and seem-less verification, etc.")**
- **Unique Aspects (e.g. program strategy was not to actually produce anything but just to design develop and then hand over to other services for them to produce)**
- **How does it fit with the rest of the program? – (what if it is the program?) (This is addressing relationships with other systems including parent programs if applicable. Mention it here but is probably best shown on upcoming operational view and system view charts)**
- **Picture (cartoon) of procurement within systems of systems**
- **Highlight procurement within your system of systems chart**

  - External interfaces, operational view, system view, technical view
- **System Users/Interfaces**

Program Description

Here are some useful definitions to assist you in focusing on your program history and requirements:

- **<u>Evolutionary Acquisition</u> : An acquisition strategy to adapt to a changing environment by rapidly acquiring and sustaining a supportable core capability and incrementally inserting new technology or additional capability.**

- **<u>Agile Acquisition</u>: Creates a new mindset and identifies desired behaviors that will help enable acquisition transformation by:**

  a. Collaborative requirements

  b. Seam-less verification

  c. Expectation Management

  d. Technology Insertion

Program History

Summarize the history of the program as it has evolved to date. Describe what has been done in the past, such as its predecessor program(s), any technology efforts, previous PRDAs, lineage, requirements to maintain or interface with legacy systems, etc.

- **Program History and any prior milestones**
- **Previous ASPs**
- **Acquisition Plan/SAMP/SASS status – (Probably best shown on detailed schedule chart toward back end of briefing. Give short summary here)**
- **Acquisition Model IAW NSS 03-01 (5000 series for applicable programs) – (Which policy the program falls under)**

Guidance/Directives-Requirements

List the sources for program requirements and official guidance, and where these documents are in the validation/approval cycle.

- **STAR (Strategic Threat Assessment Report)**
- **SSA (Space Situation Awareness)**
- **USER REQUIREMENTS (ICD/CDD/CPD)**
- **TRD**
- **CONOPS (Give status or rationale for doing/not doing)**
- **AOA**
- **PROGRAM GUIDANCE (PMD #, DATE)**
- **JCIDs Status**

Program Requirements

List the major requirements of the program, including Key Performance Parameters (KPPs) and any other high value requirements. Describe what analyses have been done to document/validate the requirements.

- **Answer the question whether requirements were developed "collaboratively" (i.e., between user and acquirer).**

- **How would you rate the SPOs involvement in requirements generation process (High, med, low, none)**

Provide your PWBS, Level 2

Program Schedule

Provide an Acquisition Schedule:

- **The Mission Model and milestones including major contractual milestones**

- **The top-level program schedule that includes key events and milestones. Discuss how requirements and acquisition strategy overlay the key milestones.**

Operational View

Insert the Operational View (OV), which is an architecture view describing the joint capabilities the user seeks and how to employ them. The OV should identify the operational nodes, the critical information needed to support the piece of the process associated with the nodes, and the organizational relationships.

Pictorially show all the planned users of the system.

Systems View

Insert the Systems View (SV), which is an architecture view identifying the kinds of systems, how to organize them, and the integration needed to achieve the desired operational capability. It should also characterize available technology and systems functionality.

Technical View

Insert the Technical View (TV), which is an architecture view describing how to tie the systems together in engineering terms. It consists of standards defining and clarifying the individual systems technology and integration requirements.

Program Risks

Identify and summarize the key risk drivers for the program. Show the Probability/Impact chart. Identify risks as High/Med/Low and explain. Include proposed plans to mitigate the risks. Types of risks include:

- **Technical performance**
- **Cost**
- **Schedule**
- **Program**

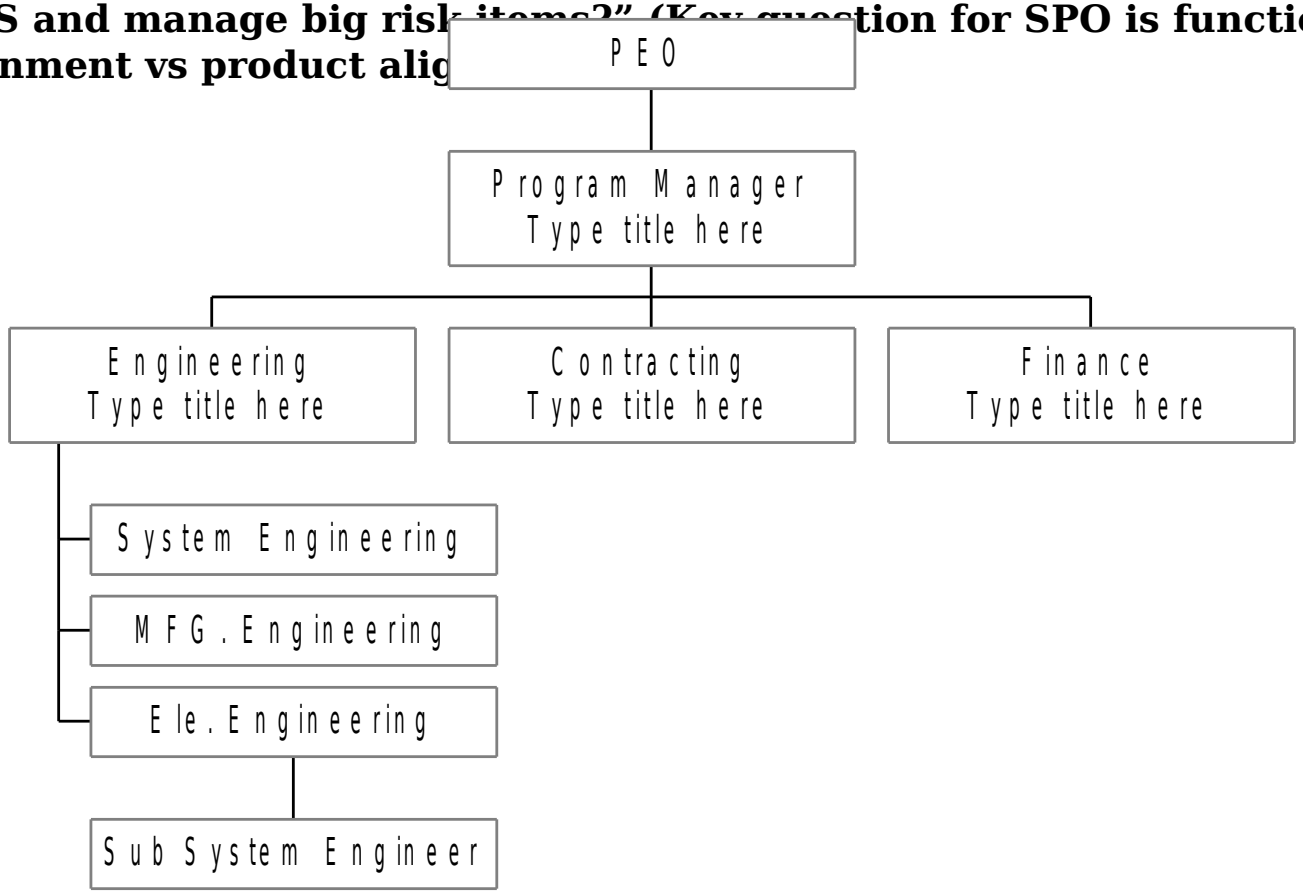
Show mitigation "Burn down" graph

Exit Criteria

- **State the exit criteria from the ADM and NSS 03-01 criteria (if applicable) of the current program phase**
- **State what exit criteria has not been completed and the plan for completion**
- **Include any "carrying over items" into the next program phase and the rationale for doing so**

Program Management

Provide an organizational diagram of the SPO and key interfaces to internal and external organizations. Part of the decision as to whether this is a "good strategy" is an examination of the resources required to execute and the resources available to execute. Key question to answer is, "How is SPO organizing itself to accomplish the work in the WBS and manage big risk items?" (Key question for SPO is functional alignment vs product alig



Acquisition Strategy Alternatives

Up until now, we've been "setting the stage". In this next series of charts, were going to get into the strategy itself.

Now that we know <u>what</u> you're going to buy, discuss <u>how</u> you are going to buy it. What alternatives did you explore? Also discuss, in the following charts, the Milestone Decision Authority process, results of market research, early industrial involvement, pre-ASP activities and results, Statement of Capabilities, and source selection evaluation criteria.

On this chart, list other acquisition strategies considered for this program. This could be in cartoon form as well.

Recommended Acquisition Strategy

Show and discuss why this is the preferred approach.

Market Research

Summarize the results of market research. Identify the capabilities (and limitations) of industry to develop and deliver the system.

Early Industry Involvement

Describe the early involvement of industry, including results of Bidder Conferences and conclusions.

Pre-ASP Activities & Results

Describe the pre-ASP activities and results to date.

Delegations

- **ASP Delegation Request/Status**
  - **State your request for any re-delegation of ASP approval authority**
- **SSAS Delegation request/Status**
  - **State your request for any re-delegation of SSAS approval authority**
- **Source Selection Authority Delegation Request/Status**
  - **State your request for any re-delegation of SSA approval authority**
  - **Some ACAT II/III programs request re-delegation from PEO/SP to program director**
- **Clearance Review and Approval Authorities**
  - **State process and reviewer and approval authority**
  - **State any re-delegation of that authority**

Systems Engineering

Describe the systems engineering approach for the program.

Describe if a SE Program is in place to validate program requirements, perform the subsequent functional analysis/allocation effort necessary to yield a cost effective design synthesis result which will assure mission success.

Answer these questions:

–W

- Where am I at with respect to design?

- What do I need to take configuration management control over at this time?

- Include information support plan (ref: DODI 4630.5) (if applicable)

- Is the program positioned to analyze effectiveness of design decisions made?

- Is a robust Risk Management program planned or in place?

- Give an overview of S/W management and strategy

- Give an overview of integration with User Equipment

- More detailed information may be produced by SMC/AXE at the time the ASP presentation is prepared

Systems Engineering

Acquisition strategies should differ depending on whether or not the program being initiated represents a totally new capability or a follow-on (with or without upgrading capability) to an existing program or set of programs. In the case of a follow-on, the acquisition strategy should address the means by which transition, with overlap, will be managed, so that existing customers/users of the capability are guaranteed continuous capabilities. This implies defining in the acquisition strategy the assumptions about the end-games of the "parent" programs, and getting buy-in from the MDA that those assumptions will hold.

Configuration Management

Answer the question, do you have a process for controlling (tracing requirements from ICD to TRD, etc. Say what tool you use to track requirements. Also, do you have a Configuration Control Board (CCB) to manage changes to your technical baseline. Program offices do not have to give details of their system, just a quick check to make sure you have control of "requirements creep." Example: CCB with changes approved by the Program Manager.

Specs and Standards

List the specs and standards applicable to this program and whether each has been "tailored" for the program.

- **Describe strategy and plan for developing the list of compliance specs and standards in order to achieve robust SE.**

- **More detailed instruction may be provided by SMC/AXE(EN) at the time the ASP presentation is being prepared.**

Specs and Standards

- **Technology Development and Transition Plan**

  - Proposed development period for increasing the Technology Readiness Level (TRL) for a critical technology by one level is less than 18 months

  - Funding not currently in place to mature all critical technologies to TRL 4 or higher is at least 18 months prior to the planned decision to proceed to full-scale development (KDP B milestone)

  - The program does not keep and maintain a technology development plan

- **Technology Readiness**

  - At contract award: A critical technology at TRL 4 or less

  - At PDR (Preliminary Design Review): A critical technology at TRL 5 or less

  - At CDR (Critical Design Review): A critical technology at TRL 6 or less

Software Management & Strategy

Describe (if applicable or impact the Acquisition Strategy):

- **Development of the Software Acquisition Strategy**
- **Establishment of realistic and executable program baselines**
- **Request for Proposal (RFP) Preparation**
- **Contractor appraisal**
- **Software development planning**
- **Establishing and managing software requirements (systems engineering)**
- **Software documentation**
- **Technical reviews and audits**
- **Integrated Team Management**
- **Software Configuration Management (SCM)**
- **Software Quality Assurance**
- **Software Test and Evaluation (T&E)**
- **Metrics**
- **Risk management**
- **Software Support**
- **Commercial Off-The-Shelf (COTS)**
- **Reuse software**
- **Independent Verification and Validation (IV&V) Contractor Management**
- **Training and experience**
- **Software acquisition lessons learned/best practices**

Integration with User Systems/Equipment

Describe integration and/or interface requirements of this system with:

- **Existing/planned user systems (including legacy systems) and the risks and challenges associated with integration**

- **Existing/planned user terminals/equipment (including legacy terminals/equipment)**

Industrial Capabilities

Include a consideration of industrial capacity. Strategies that include a manufacturing phase should include a plan for:

- **Performing capability assessments for manufacturing the Manufacturing Methods/Production Capability Requirements (MM/PCR) from MIL STD 1528)**

- **Software development, e.g. the Software Development C…. Environment (SDCE) or (CMMI).**

  - **Note: Spell out acronyms**

Technology Insertion

Describe the key technologies involved in the development of the system, their current level of maturity, and the plan for achieving the required Technology Readiness Levels by the required need dates.

C4ISP

Identify the external intelligence and communications support requirements required to support the program, as are (or will be) reflected in the Command, Control, Communications, and Computers Integrated Support Plan.

Spectrum Management

Describe the requirements and approval process for frequency spectrum use by the system.

For further information, contact SMC/AXE

Test & Evaluation

Describe the approach for the test and evaluation of the system, including seamless verification, and applicable elements of the TEMP.

Acquisition Civil & Environmental Engineering

Describe environmental engineering issues impacting the program. Include:

- **Facilities**
  - **Facility type and funding profile**
    - **i.e. will it be MILCON, RDT&E or an O&M project**
  - **In RFP require contractor to provide facility or infrastructure information:**
    - **approx. size, type spaces, draft cost estimate, and need dates, etc.**
    - **Overall schedule to support POM issues, program support, etc.**

- **Environmental**
  - **Budgeted and scheduled PESHE**
    - **Programmatic Environmental Safety and Health Evaluation**
  - **Budgeted and scheduled NEPA and Mitigations**
    - **National Environmental Policy Act**
  - **In RFP require contractor to provide program data required to accomplish PESHE, NEPA, Environmental LCC, Environmental Risk**
  - **Budgeted and scheduled Space Debris Mitigation Plan**

More detailed instructions may be provided by SMC/AXF at the time the ASP presentation is being prepared.

System Safety & Health

Describe health and safety issues impacting the program.

- **Identify contractor & government roles and responsibilities**
- **Identify safety critical system design & operations**
- **Identify safety milestones & key documentation**
- **Describe liability & indemnification strategy**
- **Describe how the government and the contractor(s) safety processes will be integrated to form a single safety program**
- **List system safety & health requirements in the RFP health and safety issues impacting the program.**

More detailed instructions may be provided by SMC/AXZ at the time of ASP preparation.

Acquisition Logistics

Describe the acquisition logistics aspects of the program. Described the post-production sustainment of the system.

Integrated Logistics Support (ILS) elements include:

- **Maintenance Planning**
- **Supply Support**
- **Support Equipment**
- **Manpower & Personnel**
- **Training & Training Support**
- **Technical Data**
- **Packaging, Handling, Storage & Transportation (PHS&T)**
- **Computer Resources Support**
- **Facilities**
- **Design Interface: Continuous Acquisition & Logistics Support (CALS), Configuration Management, Energy Planning, Engineering Data, Environmental/Safety/Health, Human System Integration, Lessons Learned, Life Cycle Costing, Logistics Management Information (LMI), Logistics Support Analysis (LSA), Metrology & Calibration, Provisioning, Reliability & Maintainability, Requirements Analysis, Risk Management (Logistics), Security, Site Activation, Survivability/Vulnerability, Test & Evaluation (Logistics), Trade Off Studies, Transition from Contract to Organic Support, and Warranty Management**
- **See following charts for more detailed assessment of each ILS**

LOGISTICS AND SUPPORTABILITY PHASE A

(1 of 2)

- **LOGISTICS REQUIREMENTS**
  - Logistics and supportability requirements coordinated with AFSPC, Users, Sustainers, Program office
  - Logistics part of Systems Engineering Process
- **ILS MANAGEMENT**
  - ILS Team comprised of AFSPC/Users, Sustainers, Program office
  - ILS Plans
- **MAINTENANCE PLANNING**
  - Maintenance and Supportability Analysis
  - Source of Repair Assignment Process (SORAP)
- **TRAINING AND TRAINING SYSTEMS SUPPORT**
  - Initial Training Systems Requirements Analysis (TSRA)

LOGISTICS AND SUPPORTABILITY
PHASE A
(2 of 2)

- **COMPUTER RESOURCES SUPPORT (CRS)**
  - Life Cycle Software Support Planning
- **DESIGN INTERFACE**
  - Logistics Management Information (LMI) supportability analysis
  - Design trade-offs to include logistics and supportability
- **PACKAGING, HANDLING, STORAGE & TRANSPORTABILITY (PHS&T)**
  - Identify any unique user requirements for transportation / storage

LOGISTICS AND SUPPORTABILITY

LOGISTICS AND SUPPORTABILITY PHASE B

(1 of 2)

- **LOGISTICS REQUIREMENTS**
  - Logistics and supportability requirements coordinated with AFSPC, Users, Sustainers, Program office
- **ILS MANAGEMENT**
  - ILS Team comprised of AFSPC/Users, Sustainers, Program office
  - ILS Plans
- **MAINTENANCE PLANNING**
  - Maintenance and Support Concepts developed
  - Source of Repair Assignment Process (SORAP) approval
- **TRAINING AND TRAINING SYSTEMS SUPPORT**
  - Training Systems Requirements Analysis (TSRA)
- **TECHNICAL DATA**
  - Tech Order requirements for operations and maintenance coordinated with AFSPC and sustaining agencies
  - Engineering Data requirements identified

LOGISTICS AND SUPPORTABILITY

LOGISTICS AND SUPPORTABILITY PHASE B (2 of 2)

- **COMPUTER RESOURCES SUPPORT (CRS)**
  - Software Support Acquisition Strategy identified
- **DESIGN INTERFACE**
  - Logistics Management Information (LMI) supportability analysis
  - Design trade-offs to include logistics and supportability
  - Post Production Support Analysis
- **SUPPLY SUPPORT**
  - Sparing and support strategy developed to support ops & maint concepts
- **SUPPORT EQUIPMENT**
  - Identify potential support equipment requirements
- **PHS&T**
  - Identify packaging/handling/storage/transportation requirements
- **FACILITIES**
  - Facility requirements, funding, schedule identified
- **MANPOWER & PERSONNEL**
  - Additional manpower requirements identified

LOGISTICS AND SUPPORTABILITY

LOGISTICS AND SUPPORTABILITY PHASE C

(1 of 2)

- **LOGISTICS REQUIREMENTS**
  - Logistics and supportability requirements coordinated with AFSPC, Users, Sustainers, Program office
- **ILS MANAGEMENT**
  - ILS team comprised of AFSPC/Users, Sustainers, Program office
  - ILS Plans
- **MAINTENANCE PLANNING**
  - Maintenance Data Collection and Deficiency Reporting
- **TRAINING AND TRAINING SYSTEMS SUPPORT**
  - Training Products (courses, materials, and equipment)
  - Training System modification planning
- **TECHNICAL DATA**
  - Tech Orders developed and delivered
  - Engineering Drawings / Reprocurement Package as required
- **COMPUTER RESOURCES SUPPORT (CRS)**
  - Software support capability established

LOGISTICS AND SUPPORTABILITY PHASE C
(2 of 2)

- **DESIGN INTERFACE**
  - LMI for supportability analysis
  - Warranty clauses as required
- **SUPPLY SUPPORT**
  - Sparing strategy and provisioning requirements
- **SUPPORT EQUIPMENT (SE)**
  - SE requirements and support
- **FACILITIES**
  - Site surveys, MILCON requirements

Acquisition Security

Describe the security aspects of the program to include system security engineering (SSE).

- **Summarize Acquisition Program Protection Strategy**
- **Has program office established a comprehensive systems security working group or similar IPT type forum?**
- **Are threat documents (STARs and TEDs) current?**
- **Have critical program information, technologies and systems been identified with corresponding protection countermeasures?**
- **Is foreign cooperative or coalition involvement anticipated?**
- **Are export controls a factor for this program?**
- **Has a fully coordinated Security Classification Guide been developed and approved by AFPEO/SP**
- **Has information assurance been addressed to include its certification and accreditation?**
- **Has AFOSI agreed to provide counterintelligence support?**
- **Has a fully coordinated Program Protection Plan been developed and approved by the PM which explains planned protection for this phase of the acquisition?**
- **Are protection risks included in overall program risk assessment?**

Source Selection

Summarize;

- **The Evaluation Criteria for source selection - Don't have to show actual criteria if not written yet—which is very likely—however generally state what your criteria is going to focus on—what types of things. Its good to show traceability to basic assessment.**
- **Type of Source Selection**
- **Identification of Sub factors**
- **Source Selection Milestone Chart**
- **Source Selection Organization Chart**
- **List status of Source Selection training provided or needed**

Contract Schedule

Provide a schedule of contract activities.
Example:

- **Program Direction Received**
- **Market Research/FEDBIZ RFI Synopsis**
- **Early Industry Involvement**
- **Acquisition Strategy Panel**
- **J&A/Integrated Program Summary (IPS) Approval**
- **Draft RFP Release**
- **Pre-Solicitation Conference**
- **SRB**
- **RFP Release**
- **Pre-Proposal conference**
- **Proposals Due**
- **Competitive Range Briefing**
- **Fact Finding/Discussions**
- **Clearance Approval**
- **Final Proposal Revisions/Discussions**
- **Decision Briefing**
- **Congressional Notification**
- **Contract Award**
- **Debriefings**

Contract Parameters

Describe:

- **Contract Type -- <u>Address alternatives and why picked the one you did</u>.**
- **Options**
- **Contract Structure**
  - **CLIN Structure – Include contract type, deliverable and rationale for structure**
  - **Delivery Schedule – Can be a cartoon or graph**
- **Special Clauses – List any SCRs that are unique to this project or program**
  - **Conflict of Interest – Detail any mitigation effort / plan**
  - **Indemnification – As applicable**
- **Special Approvals – List authority and any re-delegations**
- **Commercial vs. Noncommercial**
- **CDRL status/strategy**
- **IMP/IMS or SOW structure/strategy –overview of key performance parameters**

Government Furnished Property

Identify major Government Furnished Property required for the acquisition of the program and how the GFP will be managed.

Contract Incentives

The SPO should address what "mission success" incentives they have or are considering. Has the SPO reviewed the mission success incentives data base on

<u>ACE website</u>?

- MSI

- Award Fee

- Milestone payments

- Performance/schedule incentives

Contract/Business Approach

Address:

- Sole Source [or] Competitive Considerations

- Give factor formula (e.g. PP=MC>C=PR)

- Rationale for formula

- Sole Source Authority

- Future Competition

- Use of Non-Government Advisor

- Small Business Involvement/set asides

- Include any small business language in proposal/clauses/Section M Criteria

- FMS and Co-operative agreements (if applicable)

- GFP issues (if applicable)

- Competition Authority

- **Source Selection Procedures**
- **Dollar Amount and level of procedures**
- **Past Performance**
- **Use of Non-Government Advisors**

Funding

Provide a summary of available and anticipated program funding. Subsequent funding charts should address:

- **Funding Profile**
- **Approach for Acquisition**
- **Contingent Liability**
- **ICE/CARD Assessment and status**
- **Cost/Performance Tradeoff Analysis**

More detailed instructions for this chart may be provided by SMC/FM at the time the ASP briefing is being prepared.

Funding Profile

Describe the funding profile of the program. Include the source(s) and fidelity of the cost estimate(s). Input provided by SMC/FM.

Example of Funding Profile

($ MILLIONS)

	FYXX	FYXX	FYXX	TC *
•TYPE OF FUNDS				
•APPROVED				
•REQUIRED				
	____	____	____	____
•DELTA				

Funding Approach

Describe the financial management approach for the acquisition program. EVM criteria, advanced procurement, LRIP, as applicable

Aspects of transition from RDT&E to Procurement

Contingent Liability

Describe the tenants of contingent liability, such as award fees, launch incentives, and on-orbit incentives.

ICE/CARD Assessment

Provide the results of assessing the Independent Cost Estimate (ICE) and Cost Analysis Requirements Description (CARD).

Cost/Performance Tradeoff Analysis

Address the major cost/performance tradeoffs that must be conducted or the results of such analyses.

(Utility curve chart as applicable)

Organizational Conflict of Interest

Identify actual/potential organizational conflicts of interest and plans to eliminate/mitigate the OCI issues.

Lessons Learned

Determine if the SPO has reviewed the ACE Lessons Learned system for lessons/best practices applicable to this program. List a few key lessons/best practices (summarized) that may apply to this program.

Legal Considerations

Identify any legal consideration that may impact the program.

Summary

Summarize the ASP including:

- **Conclusions**
- **Recommendation(s) – Request for Delegations / Approvals**
- **Review of action items**
- **Next Step(s)**

Back Up Charts (as applicable)

- **Special topics**
- **Independent Review of S/W intensive programs**
- **Interoperability**
- **Small business Innovative research (SBIR) technologies**
- **Advance procurement**
- **Human systems integration**
- **Information technology**
- **Proposed waivers, directions, delegations**
- **Potential sources**
- **Best practices**
- **KPPs**
- **Funding shortfall**
- **Industry involvement**
- **Fielding/site activation**